



# **Department of State Civil Service**

**FISCAL YEAR 2003 – 2004  
ANNUAL REPORT**

**And**

**MAJOR ACCOMPLISHMENTS  
SINCE 1999**

STATE OF LOUISIANA

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# Department of State Civil Service



**Allen H. Reynolds, Director**

Anne Smith Soileau  
Deputy Director

Civil Service Commissioners:  
James A. Smith, Chairman  
Burl Cain, Vice-Chairman  
Charles Walter Dobie  
Lee Griffin  
David L. Duplantier  
John McLure  
Rosa Jackson

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## LETTER FROM THE DIRECTOR

Dear Colleagues:

The Department of State Civil Service is pleased to present its Fiscal Year 2003-2004 Annual Report. The Department last published an annual report in the early 1970's. Over the years, we have wanted to publish another report, but were unable to devote the resources needed to make it happen. In this age of e-mail distribution, we are finally able to distribute this annual report with very little expense.

The core business of the Department of State Civil Service is to ensure that state agencies have the appropriate personnel to fulfill their missions to serve the citizens of Louisiana. Over the last five years, we have made remarkable strides in implementing changes throughout the department, transforming ourselves to an agency service center design.

The Civil Service Commission has done an impressive job of initiating and approving policies based on merit system principles that address the issues agencies are facing in the 21<sup>st</sup> century.

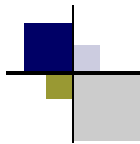
One of our most challenging and rewarding accomplishments has been redesigning our compensation structure, a task that began in 1999. We now have six competitive pay schedules instead of two broad ones. The Civil Service Commission has approved compensation policies, such as Rewards and Recognition, Optional Pay Adjustments, Special Entrance Rates, Dual Career Ladders, and Exceptional Performance and Gainsharing to help agencies recruit, hire and retain a productive workforce.

This report highlights our agency's major accomplishments since 1999 and provides a current snapshot of state government's workforce demographics, pay data and turnover rates.

I would like to thank our entire staff for their work in preparing information contained in the Annual Report. I would also like to express my appreciation to Erika Roberts for her efforts in coordinating the project and for compiling and publishing the report.

We hope you find the information contained herein useful.

Sincerely,  
Allen H. Reynolds  
Director



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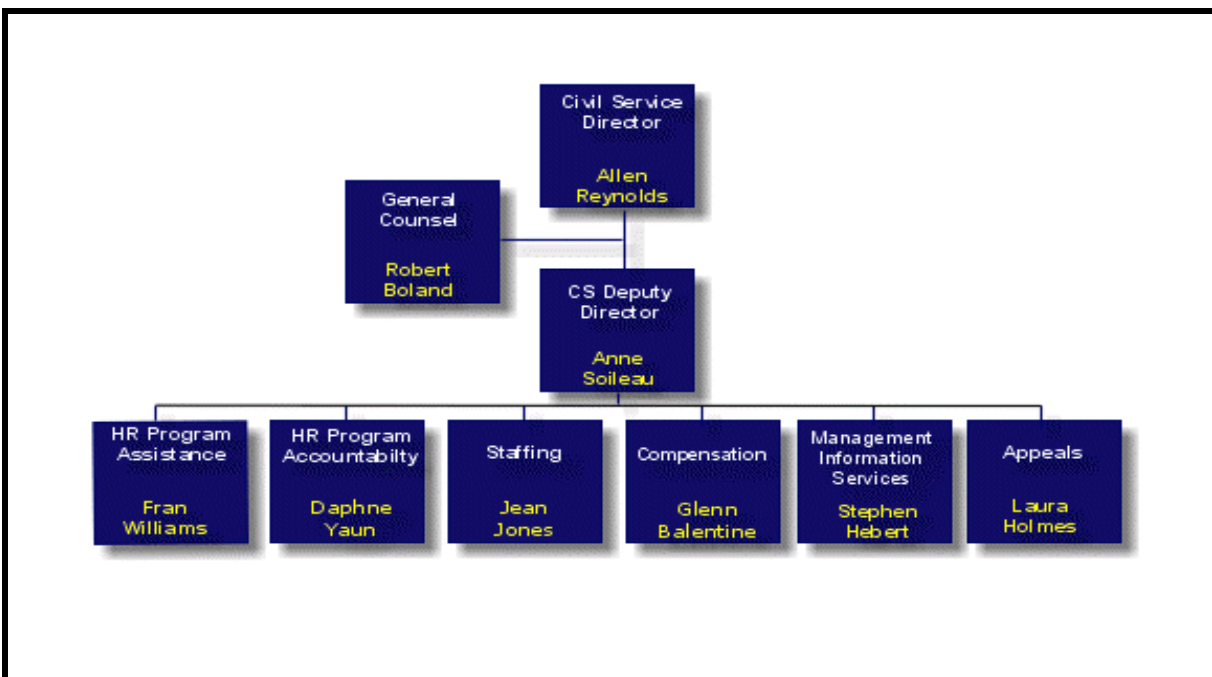
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# Organizational Chart

Building a stronger Louisiana.

*For information about the functions of each division within Civil Service, click on the chart below.*



# Civil Service: At A Glance

Building a stronger Louisiana.

The Department of State Civil Service (DSCS) is the central personnel agency for the state of Louisiana. Our goal is to help state agencies manage their human resources so that they may provide the most effective service to the citizens of Louisiana. In pursuit of this goal, we administer a comprehensive merit-based personnel management program. Our policies are founded upon the principles of equal pay for equal work, equal opportunity, ability-based employment and promotion, and freedom from political influence.

Civil Service is divided into seven major divisions: Administration; Human Resources Program Assistance; Human Resources Program Accountability; Staffing; Compensation; Management Information Service; and, Appeals.

The overall management of the Department is the responsibility of the Director, who is selected by the seven-member State Civil Service Commission.



Civil Service Director Allen Reynolds (second from right) pictured above with State Civil Service Commissioners (from left to right): Vice-Chairman Burl Cain, Rosa Jackson, John McLure, David Duplantier, Walter Dobie and Chairman James Smith. Not pictured: Lee Griffin.



# Civil Service Commission

Building a stronger Louisiana.

*Leadership for the FUTURE.*

*Change with purpose.*

Article X of The State Constitution gives the State Civil Service Commission the responsibility for the administration and regulation of the state's classified civil service system.

The Commission, as an impartial review board, has judicial authority to hear appeals filed by state employees.

There are seven members on the Commission. The Governor appoints six members through the recommendation of presidents from private colleges and universities in the state. Classified state employees elect the seventh member. The Commissioners serve overlapping 6-year terms.

Commission meetings and hearings are held monthly and are open to the public. Meeting dates and hearing decisions are available on our website at [www.civilservice.louisiana.gov](http://www.civilservice.louisiana.gov)

## COMMISSION MEMBERS

Member Name	Nominated By	Term Expires
James A. Smith, Chairman	Xavier University	12/10/2004
Burl Cain, Vice-Chairman	Elected Employee Representative	05/01/2005
C. Walter Dobie	Centenary College	12/10/2004
David L. Duplantier	Loyola University	12/10/2006
Lee Griffin	Tulane University	12/10/2004
John McLure	Louisiana College	12/10/2006
Rosa B. Jackson	Dillard University	12/10/2008



## Louisiana State Civil Service Commissioner



**James A. Smith**, nominated by Xavier University, has served as Chairman of the Civil Service Commission for the last 14 years. He was originally appointed to the Commission on January 30, 1975.

Few people can give an historical firsthand account of the Department of State Civil Service's past, an assessment of its present and a glimpse into its future. He recounts, "Times are changing, and I think we have to change. In the last 10 years, we've probably made 20 years of progress."

Through the eyes of a leader, Chairman Smith has witnessed the changing dimensions of the Department over the last three decades. "I don't know of anything that should be untouchable, except the protection we're supposed to afford and that we are obligated to afford to the employees. I think we should always have the employee's interest as an issue, also realizing we're here to serve the agencies," he says. "We have to always maintain a balance."

Smith is an attorney, and is currently the Chief Hearing Officer for the City of New Orleans Administrative Hearing Center. He is responsible for training and supervising hearing officers who hear and decide appeals of parking citations.

He has served as Assistant District Attorney for Orleans Parish and is a former Deputy Director of the Equal Employment Opportunity Commission District Office in New Orleans.

Smith attended public schools in New Orleans. He received a Bachelor of Science in Accounting and Business Administration from Xavier University of New Orleans in 1954. He graduated from Loyola University Law School in 1958 with a Juris Doctorate Degree. He enlisted in the U.S. Air Force for three years and was discharged as a Lieutenant.

Smith and his wife Eunice travel extensively. His most memorable trip was to South Africa a few years ago.





## Louisiana State Civil Service Commissioner



**Burl Cain** is the Commission's Vice-Chairman. Since 1990, he has held the only elected seat on the seven-member panel through two elections. Since becoming Warden of Louisiana State Penitentiary (LSP) in Angola in 1995, he has received national and state commendations for implementing rehabilitative and humanitarian programs for the prison population. Last year, he received the prestigious "Warden of the Year" award from the North American Association of Wardens and Superintendents.

Cain began his career in state government in 1976 as the Assistant Secretary of Agri-Business, Louisiana Department of Corrections. In 1981, he was promoted to Warden of Dixon Correctional Institute, a medium security adult male prison. Before working in state government, Cain was the Director of Field Services for the Louisiana Farm Bureau.

He was born and reared in Pitkin, Louisiana (Vernon Parish), where he attended local public schools. He graduated from Louisiana State University in 1967 with a Bachelor of Science Degree in Agribusiness. Cain is currently attending graduate school at Grambling State University's School of Criminal Justice.

To escape the constant pressures of running LSP, the nation's largest adult male maximum security prison, Cain enjoys hunting and traveling around the country on his motorcycle. He once rode his motorcycle from the Atlantic to the Pacific Ocean. In one trip, he crossed the Golden Gate Bridge three times. As often as he can, he accepts speaking invitations to relay hope, encouragement and common sense wisdom to college students. He uses wit and most often farm-life stories to "impress on them what's important in life" like "doing something good when you don't expect something back" and that people "shouldn't keep score in life."

Cain is married to Jonalyn Miceli. He has three adult children, Nate, Amanda and Marshall.



## Louisiana State Civil Service Commissioner



**C. Walter Dobie**, nominated by Centenary College, is an eleven-year veteran on the Commission. He began his career as a petroleum geologist over forty years ago with Phillips Petroleum Company. Today he owns his own oil and gas exploration company in Lafayette.

"I've been impressed with the Commission and the people who appear before the Commission. They are a very polished group of people," said Dobie.

Born and raised in El Dorado, Arkansas, he comes from a family of public servants and educators. His father was the chief geologist for the Arkansas Oil and Gas Commission, and his brother, sister, and three in-laws were all educators at both the elementary and university levels. "I guess the importance of public service and education came naturally," he observes.

In 1950 Dobie enrolled at Centenary College in Shreveport where he graduated *cum laude* with a Bachelor of Science Degree in Geology followed by graduate study at Colorado School of Mines.

After just a few minutes of conversation with anyone, Dobie will eagerly reveal his great passion for literature. He is an avid reader and a long-time fan and friend of the internationally renowned author of *The Autobiography of Miss Jane Pittman*, Ernest Gaines. Dobie and wife, Ann, who is an accomplished writer and retired university educator, often travel abroad, visiting famous places that shape the landscape of fantasy or reality in their favorite books. Their most recent trip to Europe yielded them an opportunity to tour London with their first grandchild, Ellen, a trip that was a gift to her for earning the rank of valedictorian of her class. She is now a freshman at the University of California - Berkeley.

Dobie has been married to Dr. Ann Brewster Dobie, professor emerita in English at the University of Louisiana at Lafayette, for 48 years. They have two sons and four grandchildren.



## Louisiana State Civil Service Commissioner



**Lee Griffin**, nominated by Tulane University, is a native of Dallas, Texas, has served on the Commission for six years. He is the former Chairman and CEO of Louisiana Bank One, and is now retired. He graduated from the University of Texas in 1960 with a Bachelor's in Business Administration. He set his eyes and his destination on a graduate assistantship at Louisiana State University in Baton Rouge, where he earned his Master's Degree in Economics, a topic of discussion he still enjoys today.

Griffin entered the banking industry, where he found his niche. He excelled as a Management Trainer, then in several stepping stone positions at Louisiana National Bank, which became Premier Bank, which was acquired by Bank One in 1996. As Chairman and CEO of Louisiana Bank One, Griffin steered the company into new territories of success from 1996 to 2000.

In 1993, Griffin, a self-proclaimed "efficiency freak", eagerly took on the challenge of heading up the Select Council on Revenues and Expenditures in Louisiana's Future (SECURE), a group of 30 private industry businessmen, formed by the Louisiana Legislature to study state government processes. After 35 meetings and two years of studying ways to improve Louisiana's financial future, SECURE issued its final report that included 400 ways to improve efficiency in state government. Some 300 of SECURE's recommendations have been implemented, resulting in about \$1.2 billion annual savings to the state, according to an audit by a national auditing firm.

"I see no difference in the quality of employees in private industry and in state government," says Griffin, as his position with SECURE afforded him the opportunity to observe state employees performing their jobs.

Griffin has been married to Elizabeth Lobdell Griffin for 42 years. They have three adult children and eight grandchildren. He is enjoying retirement. Griffin and his wife enjoy frequent visits to North Carolina, where they have a home in the mountains.



## Louisiana State Civil Service Commissioner



**David L. Duplantier**, nominated by Loyola University, is currently Senior Counsel for Chevron U.S.A., Inc. in New Orleans. He is an advisor and is responsible for the implementation of all laws and regulations that would affect a major producer of oil and gas in the Federal Outer Continental Shelf region and the State of Louisiana.

Recently, Duplantier discovered that his great uncle served on the first State Civil Service Commission.

"I'm intrigued by the state's performance planning and review process. It's very impressive. It allows state employees to annually review their performance and improve," said Duplantier.

Duplantier received a Bachelor of Science in Business Administration from Louisiana State University in Baton Rouge and a Juris Doctorate Degree from Loyola University School of Law in New Orleans.

His favorite hobbies include cooking, attending LSU football games, working for charities, and gardening with his mother, who voluntarily maintains the flower beds around New Orleans City Park.

He is an ardent supporter and fundraiser for [The Good Shepherd School](#) in New Orleans. This free-tuition school has found a place in Duplantier's heart. The school was founded to give inner-city children a quality education "based on the essentials of reading, language and mathematics coupled with spiritual, social and athletic activities."

He and his wife, Melanie, reside in Covington, Louisiana. They have four sons, Joshua, Adam, Aaron, and John.



## Louisiana State Civil Service Commissioner



**John G. McLure**, nominated by Louisiana College, is currently a partner with McLure and Pickels, LLP in Alexandria, Louisiana. He practiced law with his father Thomas from 1971 until his father's death in 1983. The practice consists primarily of defending civil personal injury claims.

McLure was educated in the public school system of Alexandria. He received degrees from Tulane University and LSU Law Center.

His involvement on community and professional boards is extensive. His father taught him that community service is everyone's job. Although he has served on many boards over the years, he is currently chancellor of the Episcopal Diocese of Western Louisiana, warden of his church and a member of the Louisiana Law Institute Council.

McLure is not new to the civil service system, nor to making decisions on disciplinary matters. He was Vice-Chairman of the first Rapides Parish Police Jury Civil Service Board and formerly a Hearings Committee Chair of the Louisiana State Bar Association Disciplinary Committee.

In 1995, he received the distinguished Monte M. Lemann Award, which is presented to individuals outside the classified civil service system who have made the greatest contributions to the advancement of Louisiana's merit system of public service.

A farmer at heart, McLure enjoys outdoor activities, especially hunting and fishing. For years, he has been involved in the planting and propagation of Mayhaw trees, muscadines, fig trees, blueberries and blackberries. He also plants a medium size vegetable garden.

He and his wife, Judith Jenkins McLure, reside in Woodworth, Louisiana. They have a daughter, Joel McLure Godchaux, M.D., and a son, John Michael McLure.



## Louisiana State Civil Service Commissioner



**Rosa Black Jackson**, nominated by Dillard University, is the newest Commissioner, appointed in June 2004. She is a retired school principal and community activist from Ascension parish.

Jackson's primary school education was gained in Prairieville. She graduated from Southern University with a Bachelor's in Business Education. She continued there, earning a Master's in Administration and Supervision.

After obtaining her Master's degree, she completed 30 plus hours of course work at several other higher education institutions, including Dillard University, Loyola University, Nicholl's State University and Louisiana State University. Jackson also has a realtor's license.

Jackson retired from the East Ascension Parish School Board after serving more than 30 years, holding various positions including business education/free enterprise teacher, elementary school principal, consultant and adult education employee.

Her community service is extensive. She has served on several boards in Ascension parish including the following: Parish Tourist Commission, Parish Human Resources Board, the United Community Bank Board, and the House of Refuge Board (a home for abused women).

She has been married to Freeland Jackson for 38 years. They have two adult children, Durwin and Michael Jackson, and four grandchildren.





# National Award for Excellence

Building a stronger Louisiana.

*Leadership for the FUTURE.*

*Change with purpose.*

The Department of State Civil Service was selected for the 2003 “Agency Award for Excellence – Large Agency” from the International Public Management Association for Human Resources (IPMA-HR).

This distinguished award recognizes small, medium and large agencies for accomplishments in their human resources programs over a three-year period.

In May 2000, the Civil Service Commission approved a multi-faceted plan to transform Civil Service to an agency service center that focused on general policy development, skill development, communication, assistance and assessment.

IPMA lauded Civil Service for implementing several innovative initiatives that were part of the plan. Many of them are mentioned in the Major Accomplishments section of this Annual Report.



Civil Service Director Allen Reynolds and Deputy Director Anne Smith Soileau accept the IPMA-HR “Agency Award for Excellence – Large Agency” presented to them by IPMA-HR President Fagan Stackhouse.

# Major Accomplishments 1999 - 2003

Building a stronger Louisiana.

## 1. *Increased Delegated Authority to State Agencies*

On October 2, 2000, DSCS delegated to operating agencies, the authority to effect personnel transactions without prior Civil Service approval.

Before decentralization, agencies sent paper personnel action forms and supporting documentation to DSCS for approval, data entry and filing. Since decentralization, agency human resource officers have been able to approve actions and respond to their agencies' needs more quickly.

**At a public hearing, former Gov. Mike Foster commended the Department for what he said, "may be the most significant change in the history of the Louisiana Civil Service system, the delegation of authority to state agencies to approve personnel transactions."**

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## 2. *Reorganized the Department to an Agency Service Center*

DSCS redirected its resources away from transaction processing and toward an "agency service center design." The Director created the Human Resources Program Assistance Division from existing positions.

This division provides agencies with a designated contact who is responsible for coordinating a team within the Department to provide agency HR professionals with solutions to their problems and help with their newly delegated responsibilities.

**In FY 03-04, the Human Resources Assistance Division gave 13,000 clients telephone assistance, met with 150 agency clients in-house and made 31 on-site agency assistance visits.**





### 3. *Created the Human Resources Program Accountability Division to Evaluate Agencies*

Increased discretion demands increased accountability. On October 1, 2000, DSCS created the Human Resources Program Accountability Division from existing positions to continuously evaluate the effectiveness of agencies' human resources practices.

Program Accountability Auditors provide objective evaluations of the human resource practices agencies use to manage their classified workforce. These evaluations also assess an agency's level of compliance with Civil Service Rules. Best practices of agencies that illustrate excellence in HR management are recognized on the Department's website at [www.civilservice.louisiana.gov](http://www.civilservice.louisiana.gov) in the HR Reference section.

**Accountability auditors completed 147 Full and Basic Compliance Reviews and 280 Drop-In Visits during the first cycle of evaluations, October 2000 through June 2004.**

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### 4. *Established an Internet Job-Posting Website*

In 2001, Civil Service implemented Louisiana [Job Search](#), an Internet job-posting site where state agencies post their vacancies. With two creative internet-components, Job Subscription and One-Stop Job Information, Job Search makes it easier than ever to find out about state job openings.

Job Subscription is a fast, easy and free e-mail notification service that sends jobseekers an e-mail any time a vacancy is posted to Job Search that meets their personal search criteria. The One-Stop Job Information site gives jobseekers key information on classified jobs, such as testing requirements, pay levels, job locations, and much more.

Job Search accomplishes several goals:

- a. Eliminates the availability problem by requiring candidates to respond directly to the agency with the vacancy
- b. **Reduces the time to fill a vacancy by 64%**
- c. Provides applicants with more information about employment opportunities



### 5. **Implemented More Competitive Pay Schedules**

In 2002, the Civil Service Commission approved the Department's plan to divide its two pay plans/schedules, the General Schedule (GS) and the Medical Schedule (MS), into six separate plans.

In the past, it was a challenge for the state to increase pay levels in the GS and MS pay plans because of the large numbers of jobs in those plans. Grouping similar occupations into the same pay plan allows Civil Service to regularly evaluate and make adjustments to smaller groups of jobs. This keeps the pay plans competitive in the market.

**The six pay plans were implemented in a 12-month period at a total cost of less than \$5 million.**

The following six pay schedules were approved by the Civil Service Commission and signed by former Gov. Mike Foster:

- Protective Services (PS)
- Labor/Trade (WS)
- Scientific/Technical (TS)
- Social Services (SS)
- Medical (MS)
- Administrative (AS)

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### 6. ***Simplified the Layoff Process***

To streamline the process and reduce the time it takes to conduct a layoff, DSCS revised the layoff rules. Delays in the process often caused undue hardship for employees and agencies.

DSCS has simplified certain procedures, such as the displacement process, and reduced the number of exceptions for which agencies must get Civil Service Commission approval prior to conducting the layoff.

**The rules include a simple performance factor in determining who is eligible to displace other employees as well as an expanded performance option, which an agency can use in order to retain their highest performers.**



### 7. *Implemented an Electronic Notification Service*

Civil Service is utilizing the best technology to deliver its services to agencies in a fast, easy and cost-efficient way. In June 2003, the Department implemented an electronic notification service to distribute official announcements, General Circulars, HR Handbook Notifications and Transmittals to agencies by e-mail.

**In FY 03-04, Civil Service saved more than \$20,000 in copying and postal costs.** The electronic notification service alleviated the need for Civil Service to send massive amounts of paper copies to agencies. Consequently, agencies can also save by posting the notifications electronically in their departments.

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### 8. *Enhanced the Training Program*

The Training Section of the Program Assistance Division has developed four courses that provide practical information, based on the day-to-day life of a supervisor in state service.

One of the most popular classes is “Common Myths That Affect Good Supervision.” In this class, supervisors and managers examine a number of harmful, common myths that exist in the state government workforce.

Other classes like “Documenting for Performance and Discipline” and “Controlling Absenteeism and Tardiness” emphasize the importance of supervisors communicating expectations to employees, and holding them accountable for good performance.

The training section develops and presents special seminars and other training tools, such as the employee orientation video, “State Employment: Advantages and Responsibilities.” The video can be accessed from our website at [www.civilservice.louisiana.gov](http://www.civilservice.louisiana.gov)

**Civil Service received evaluations from about 11,000 state employees who attended training classes in FY 03-04. Of those, 99% rated the training outstanding, good or satisfactory.**



### 9. *Streamlined the Appeals Process*

Under Article X, of the State Constitution, DSCS provides a system for resolving removal, discipline, rule violation, and discrimination cases. **Since May 2000, the wait to get a hearing scheduled has dropped from six months to two months. The number of cases pending has dropped from 332 cases to 124.**

Two factors directly contribute to this accomplishment. First, employees are filing fewer appeals. Human Resource Directors attribute this to the Department's specialized training for their staff and for agency managers, supervisors, and attorneys.

Second, the Appeals Division has developed streamlined methods for disposing of defective appeals and actions, and for resolving appeals without a full evidentiary hearing.

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### 10. *Imaged State Personnel Records*

Civil Service implemented electronic document imaging to improve its records management program. The electronic imaging system gives staff easy access to important documents and is fully recoverable.

**The Department has converted over two million personnel action forms from paper to electronic images since 2000.**

Subsequently, to help improve our service to agencies and employees Civil Service has embarked upon additional electronic imaging projects, including indexing and imaging the Department's operational files. These files include documents such as correspondence with agencies, agency policies, agency prepared reports and pay data.



### 11. *Increased Managerial Accountability*

The Civil Service Commission adopted Rule 7.4(f), effective July 1, 2002, that mandates training for employees who occupy or are appointed to designated supervisory, managerial or administrative jobs. These classified employees are required to take courses designed to enhance managerial ability.

Civil Service is responsible for four of the courses required in the mandatory supervisory training program. **To date, the Department's training section has trained more than 20,000 supervisors in those four courses.**

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### 12. *Improved the Compensation Program*

Civil Service has implemented several flexible pay rules that allow agencies to structure a compensation program to fit their unique needs.

These rules give agencies the flexibility needed to hire, pay and retain productive employees. Some compensation options available to agencies are: Rewards and Recognition, Optional Pay Adjustments, Special Entrance Rates, Dual Career Ladders, and Exceptional Performance and Gainsharing.

Civil Service Compensation Division consultants visit operating agencies periodically to assist them in using these tools.

Civil Service holds agencies accountable for adhering to the pay rules and policy guidelines. They are also responsible for entering accurate pay data.

To ensure accountability, the Compensation Division audits agencies' pay actions bi-weekly and position actions monthly. In addition, in order to better utilize pay flexibilities, agency staff members are required to attend training taught by the Compensation Division.



### **13. *Implemented an Employee Crisis Leave Pool Policy***

The Civil Service Commission approved the Crisis Leave Pool Policy to make it possible for state employees to donate a portion of their annual (personal) leave to other employees who are in a crisis situation.

**Since Civil Service Rule 11.34 was approved in 2001, 20 state agencies have established a Crisis Leave Pool Policy.**

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### **14. *Brought Performance Planning and Review (PPR) Un-rated Rating Down to 4%***

Civil Service encourages and recognizes the standard of excellence and productivity for state employees. The Department established the Performance Planning and Review (PPR) system to foster better communication between supervisors and employees.

Civil Service Rules require that classified employees be evaluated once a year. The percentage of employees who are not rated (un-rated) has dropped for four consecutive years.

In FY 03-04, only 4% of classified employees were un-rated, down from 6.6% the previous fiscal year. In FY 01-02, there was a 50% drop from the year before in the number of un-rated employees at 10.69%. In FY 99-00, 22.20% of employees were un-rated.

Much of this success can be attributed to training provided to agencies by the Civil Service Human Resources Program Assistance Division and by the diligent efforts of agency heads and their staff.

In the last four years, the Civil Service Commission has heard from a number of Department Secretaries, University Presidents and Executive Directors who appeared before them to discuss their organization's high un-rated rates and a plan of action. The Commission has also invited agency heads who have successfully maintained a low incidence of un-rated ratings, or who have lowered their high un-rated rate, to share their experiences and "lessons learned".



### 15. *Developed a Strategic Plan for Workforce Planning*

Within the next five years more than half the Civil Service Executive Staff will either be eligible to retire or will have retired. To prepare for this oncoming "brain drain," Civil Service launched the award-winning Eula L. Vernell Mentoring Program in 2001.

**The International Public Management Association for HR (IPMA)-LA Chapter awarded Civil Service an achievement award for this innovative initiative.**

The Eula L. Vernell Mentoring Program builds the leadership skill levels of employees and broadens their exposure to the Department. Nine mentors and 13 mentees participated in the first phase, which was completed on December 19, 2002. A total of 15 mentors and 18 mentees have completed phases II and III.

The reality of the future of the state's workforce is captured in annual workforce profiles, which the Department distributes to major state agencies every year. The profiles help agencies plan for the future by showing them how their staffing is expected to change over the next five years.

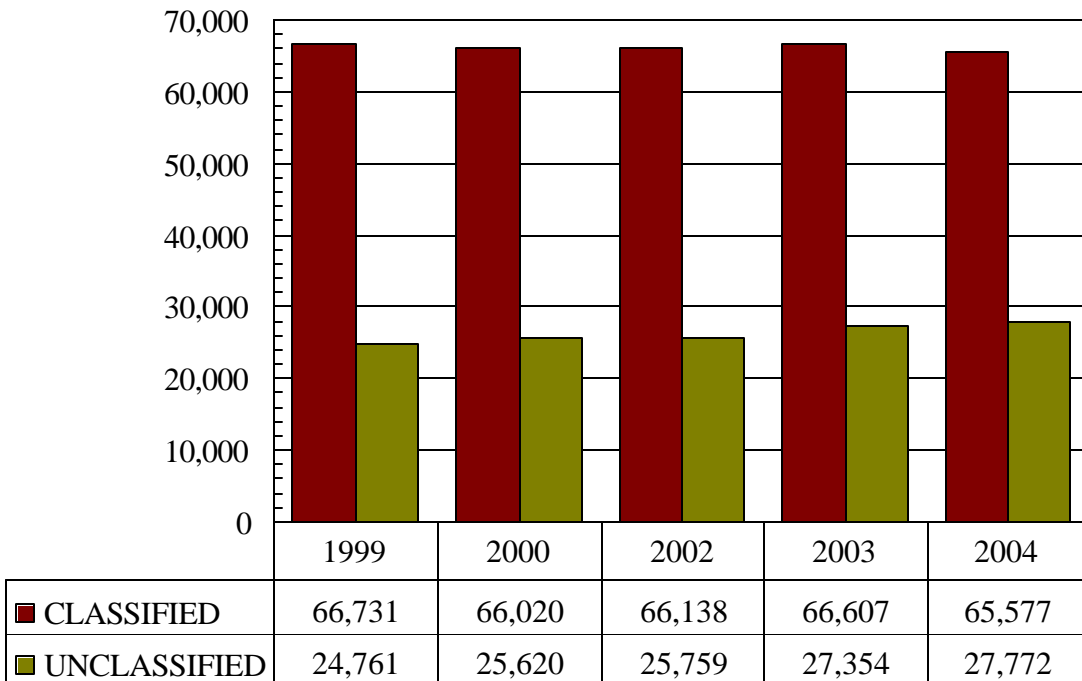
An index for workforce planning, "Resources for Workforce Planning" is available on our website under HR Info Center at [www.civilservice.louisiana.gov](http://www.civilservice.louisiana.gov)



Civil Service Director Allen Reynolds (far left) and other Civil Service supervisors and mentors discuss mentoring techniques.



## FULL-TIME EMPLOYMENT EQUIVALENT (FTE)



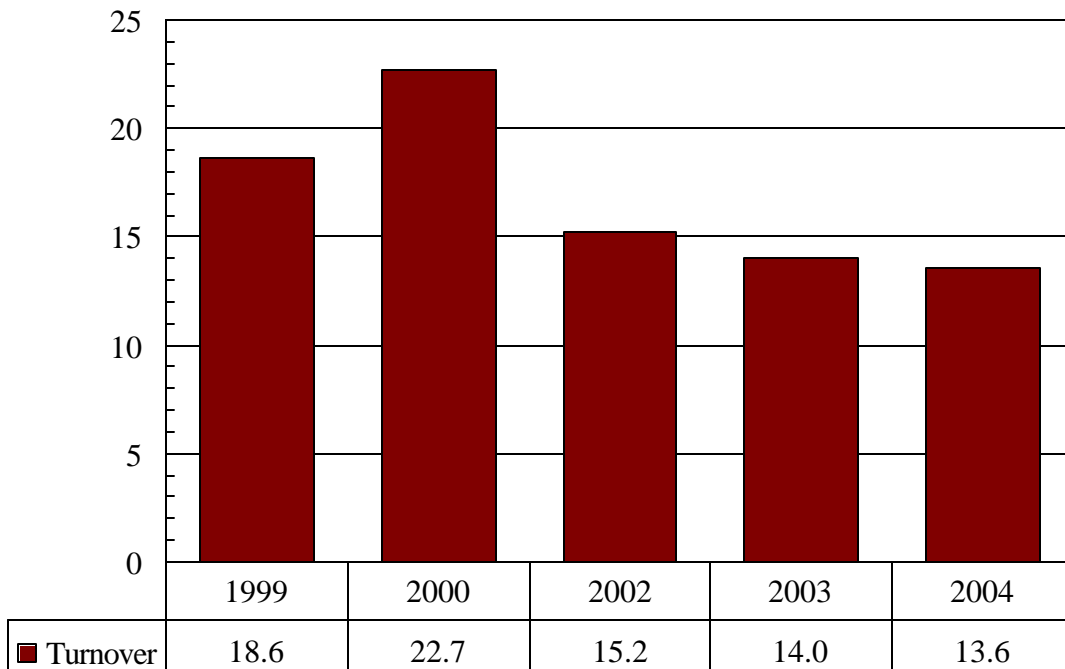
**Note:**

Data is not available for June 30, 2001, due to conversion to a new payroll/personnel system during this period.





## TURNOVER PERCENT OF TOTAL CLASSIFIED WORKFORCE

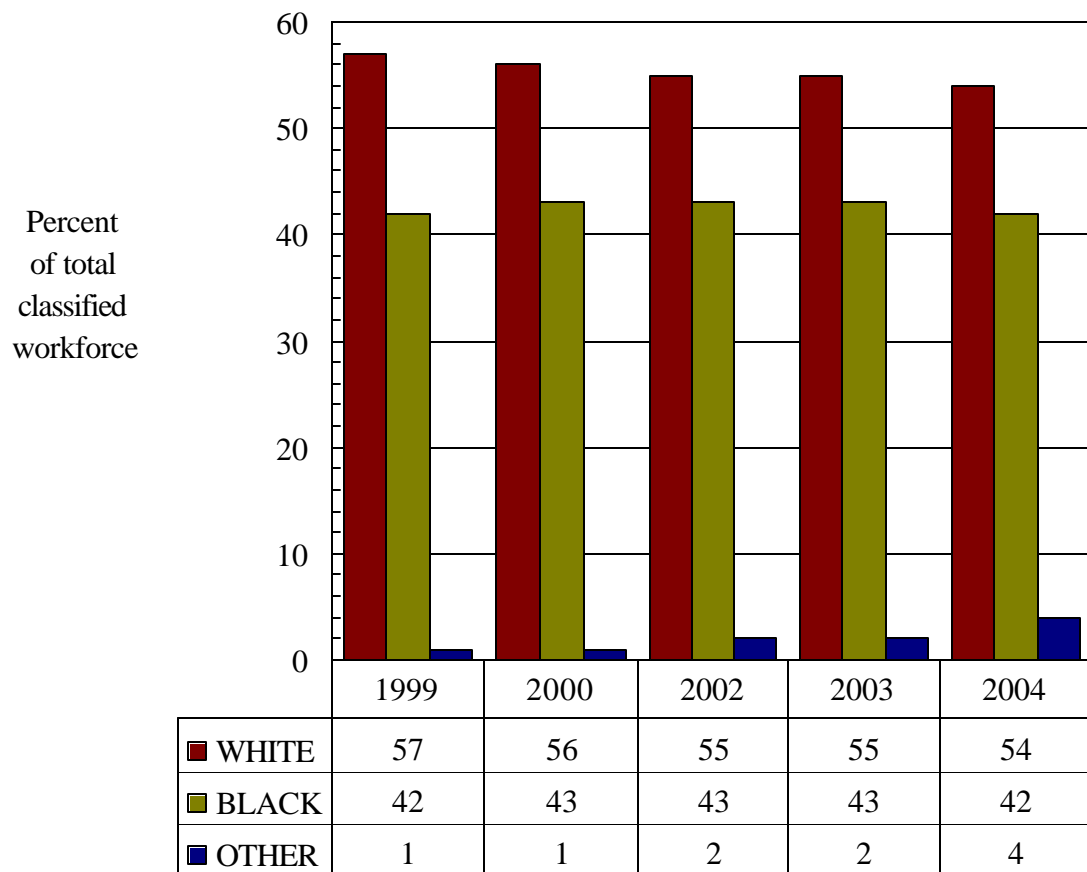


**Note:**

Data is not available for June 30, 2001, due to conversion to a new payroll/personnel system during this period.



## CLASSIFIED EMPLOYEES BY RACE

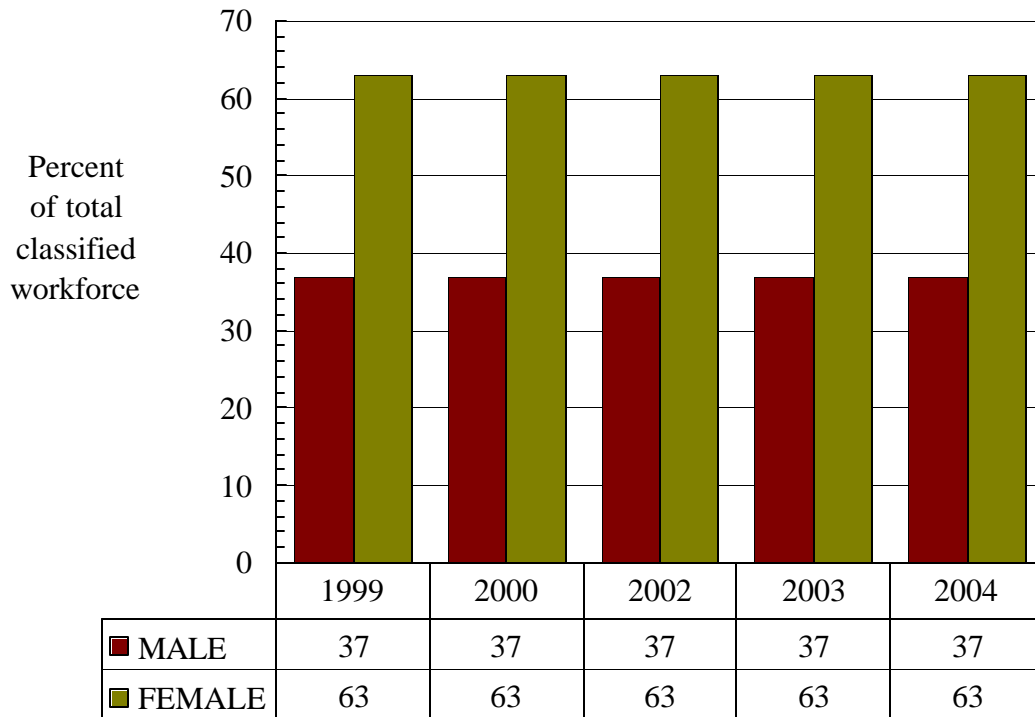


**Note:**

Data is not available for June 30, 2001, due to conversion to a new payroll/personnel system during this period.



## CLASSIFIED EMPLOYEES BY SEX

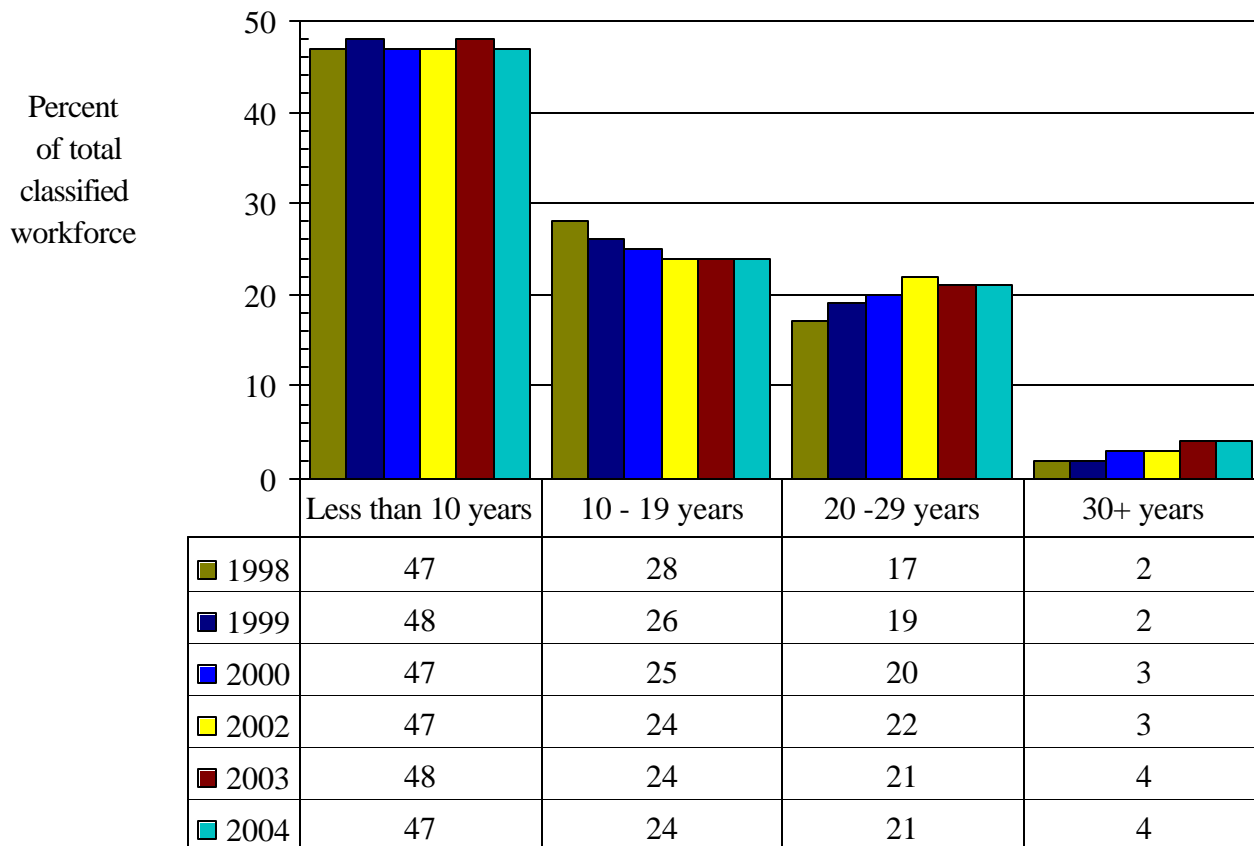


Note:

Data is not available for June 30, 2001, due to conversion to a new payroll/personnel system during this period.



## CLASSIFIED EMPLOYEES BY YEARS OF STATE SERVICE

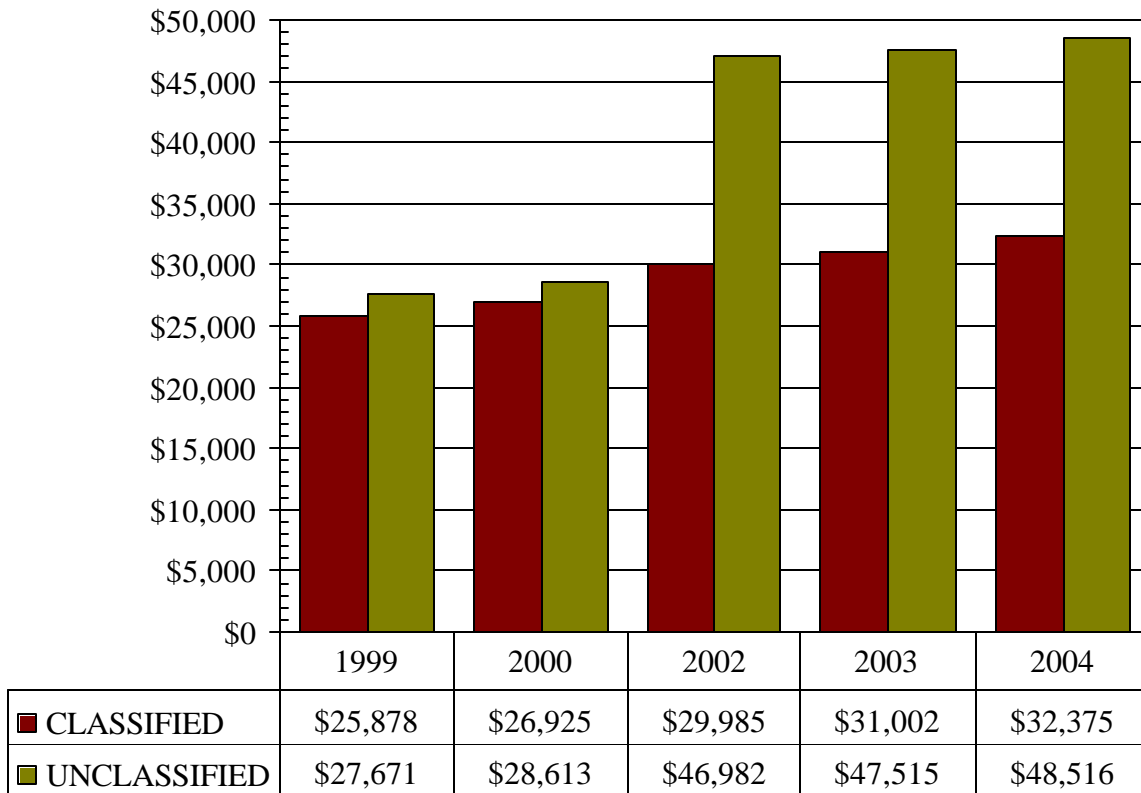


**Note:**

Data is not available for June 30, 2001, due to conversion to a new payroll/personnel system during this period.



## AVERAGE SALARY



Note:

Data is not available for June 30, 2001, due to conversion to a new payroll/personnel system during this period.



# Moving Into the Future

Building a stronger Louisiana.

We all know that in 2006, the first of the baby boomers will be 60 years old; they have already begun retiring. In addition, fertility rates have decreased so significantly since 1961 that we do not have enough young people to replace the baby boomers. These demographic changes will impact state government dramatically.

First and foremost, competition for the best and the brightest is going to be greater than we have ever before experienced. In order to recruit and retain the employees needed for the twenty-first century, state agencies need to use all the tools and flexibilities implemented in the last few years by the Civil Service Commission and the Department under the leadership of Civil Service Director Allen Reynolds.

We must all continuously do everything possible to dispel the myths about both Louisiana and the public service. We are fast and we are agile; better performers can be, and are, rewarded; we cannot afford to support poor performers and agency managers surely do not have to. Our job at the Department of State Civil Service is to do everything possible to facilitate the accomplishment by state agencies of their missions.

In the coming years our Department must refine recent innovations and communicate them to ever-changing agency heads. We will teach new Human Resource Directors how to use these tools. We must all promote the benefits of state service and clearly describe those opportunities "to make a difference" to our citizens. Our Department will work with the Office of Group Benefits and the Louisiana State Employees' Retirement System to develop flexible compensation packages, which will address the diverse needs of our employees.

In addition, we must develop the outstanding employees we currently have so that they will continue to find their work rewarding. We must recognize and appreciate our diversity and make adjustments needed to enable us to reap the benefits of that diversity.



## Moving Into the Future

We must continue to train managers and supervisors in good human resource management principles. All employees should have opportunities for growth and job enrichment.

We must also continue to demand accountability of our employees and our managers. As resources continue to dwindle, we must find better ways of providing the essential services to the people of Louisiana and where appropriate, consider outsourcing processes that are not the core functions of government. We must be vigilant concerning technology—constantly on the lookout for ways it can help us.

Because of the tremendous turnover in our own Department, we must continue to mentor and coach and train so that our employees are always experts in human resource management. And we must constantly remain open to new ideas from all of our employees and never lose sight that they are our greatest asset.

Our future is challenging and always exciting!



**Civil Service Director Allen Reynolds and Deputy Director Anne Smith Soileau speak at a Civil Service Commission meeting.**

